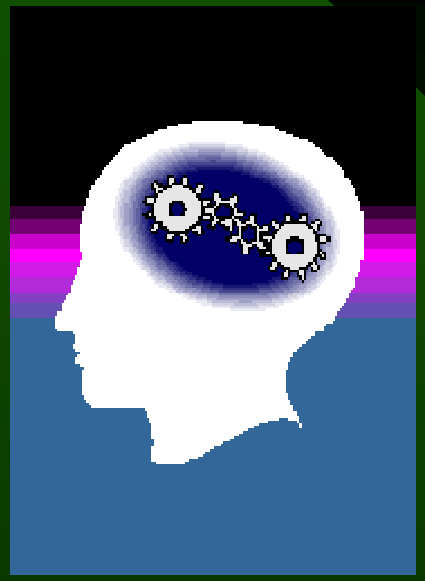
BEHAVIOUR BASED INTERVIEWING

Workshop by Chandramowly for Participants from IT Companies



•Behaviour
•Based
•Interviewing

-Competency Approach to Selection

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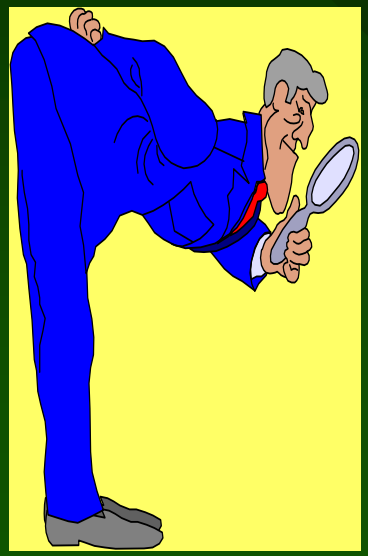
The Purpose

To Predict future Performance

Behavioral Event Interviewing (BEI) is an interview technique based on the premise that the best predictor of future behavior is past behavior.



BEI allows the interviewer to:

- Gain detailed job related examples
- Assess past performance
- Assess competencies

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Behavioral Interviewing?

- A type of interviewing method, resulting in matching evidence that will predict future on the job performance and behavior competencies.
- **Evidence:** The what, how and why?
- **Prediction:** Past behavior is the best predictor of future behavior.
- **Match:** Does your summarized competencies match with our needed competencies?

- People are hired for their technical competence -
- People are fired for behavioural flaws

Cost of Mis-hires

Av Salary	Av V.Pay	Av Search fee	Av Sign on	Av Relo	Total First Yr Cost	Double Effect
Rs.15,00,000	200,000	50,000	150,000	100,000	Rs.20,00,000	X 2

Rs.40,00,000

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FALLACIES THAT ACCOUNT FOR 80% OF PEOPLE MISJUDGEMENTS

- The instant insight
- Many Eyes
- Human Perfectibility
- Continuing Success
- Objective Referee
- “Scientific” Test

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Exercise 1

Choosing a key competency for assessment

- **Think of an important job interview relevant to your group**
- **Select 5-6 essential competencies for the position and evaluate its current and future importance**
- **Discuss and decide 3 competencies for assessment**

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Developing Behavioral Questions for the Position

- The first step in developing behavioral questions is a job analysis
- Job specific knowledge, skills, abilities, attitudes, and experience (KSAAE) are the basis for each behavioral question.
- The next step is to prepare two or three behavioral questions for each of the priority job elements.
- Questions that probe past performance--that bring forth specific examples of how a person has performed in specific areas.
- Questions that show whether a person is qualified for and will fit into an organization in a specific job.

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Drafting Questions for Behaviour Based interviewing

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Behavioural Competency Based Questions are:

- Focused on past behaviour
- Derived from Competency Descriptions
- Open Ended : Can not be answered Yes or No
- Asks for specific examples
- Sets up Probes of Follow up questions
- Format: “ Tell me about a time when…” “ Give me an example of how…”

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Behavioural Competency Based Questions are not…

- Soliciting an opinion of self assessment
- Conditional: Starts with “If”
- Future Oriented: “ How would you”
- Requesting Matters of “Fact or Descriptions”
- Looking for Motivation or Fit

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Examples of behavioral interview Questions:

- Describe a time when you put a lot of effort into a project. What did you learn?
- Tell me about a time when you performed well in a crisis. What did you do?
- Would you approach that problem in the same way today?
- Describe a time when you did not get along with a co-worker. What did you learn?
- Describe a time when you had to think on your feet to solve a difficult problem.
- Tell me about a time when you were not satisfied with your performance.
- Provide a recent example of when you exceeded expectations.
- Describe an accomplishment. What did you do to make that happen? Be specific.
- Describe a situation when you dealt with rapid changes. How did you handle it?
- Tell me about a time when you were responsible for directing other people.
- Describe a time when you were really motivated to do your best.

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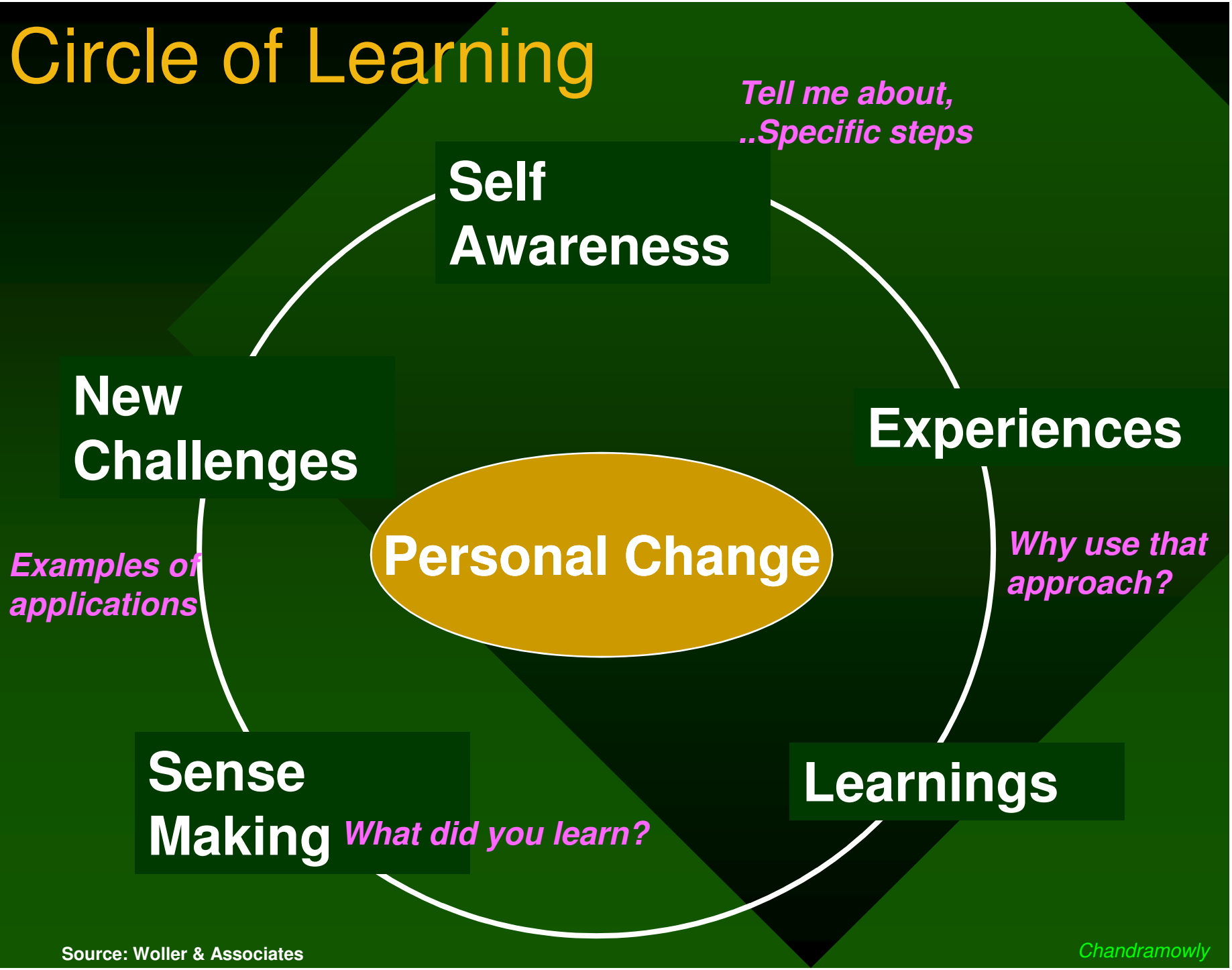
Circle of Learning



Source: Woller & Associates

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Types of Learning

- **Learning – 1 INTELLECTUAL, STATIC**

  IQ, Test Scores, Data crunch, Analytical skills, Verbal skills, technical skills, straight forward problem solving

- **Learning – 2 BEHAVIOURAL, SITUATIONAL, CHANGING**

Street smart, wise, EQ, Curiosity, initiative, alacrity, conceptually complex, broad range

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How does a good Learner look like?

- Specific
- Candid
- See complexity
- Broad range of interests
- Make comparisons
- Use examples ‘ Rules of Thumb’
- Self Aware
- Curious
- Like to master things
- Admit mistakes
- Aware of impact on others
- Focus on problem solving

Source: Woller & Associates

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What is a complete interview answer? It's a STAR

Situation : Circumstance of example

Task : What did you have to do or achieve

Action : Specifically what did you to to execute the task

Result : What was the outcome

Source: Development Dimensions international

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BBI – Some "Do's' and Don'ts"

- One question per competency
- Use all the appropriate probes
- If they seem 'stuck' on 'what did I learn" ask them, what would you do if you could do it all over again
- If difficulty in getting response, restate the question
- Look for more specificity and ask for examples
- Try not to get involved in the story but focus on experience and learning
- Try to scale the response to each competency

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Selection Decision Matrix

Competency	Weight Points / %	Difficulty to develop	Candidate Ratings	Candidate Ratings	Candidate Ratings

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DEGREE OF DEVELOPMENT DIFFICULTY

ASSESSMENT \ DEVELOPMENT	Easy	Average	Difficult
Difficult	**. Increasing Shareholder Wealth** . Process Mgmt.	. Developing Subordinates . Strategic Agility . Personal Learning	**. Integrity & Trust** . Dealing Ambiguity . Innovation Mgmt. . Motivating Subord. . Dealing with Paradox
Average	. Priority Setting . Problem Solving . Total Quality Mgmt. . Planning	. Command Skills . Learning on Fly . Perspective and Range of Interest . Conflict Mgmt. . Peer Relationship . Perseverance	**. People Excellence** . Managing Vision & Purpose . Building Team Spirit . Global Awareness and Management
Easy	**. Customer Focus** **. Safety & Environmental Excellence** . Sizing Up People . Timely Decision Making . Funct/Tech. Skills	**. Results Driven** . Interpers. Savvy . Decision Quality . Listening . Results	. Composure . Action Oriented

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